Software Engineering Center
Strategic Plan
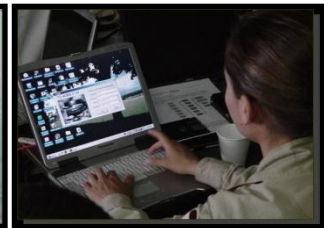
2009-2013

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Message from the Director

I am pleased to present the *U.S. Army CECOM Life Cycle Management Command, Software Engineering Center (SEC) Strategic Plan 2009*. Developed through the collaborative efforts of the center's workforce and with deliberate leadership focus and guidance, the plan charts the strategic goals and objectives that will guide our decisions, define our direction, and steer allocation of our resources over the next five years. By pursuing the goals laid out in this plan, SEC will play an essential role in accomplishing the Army's mission and will serve as the leader in software sustainment.

Our vision and values are grounded in benefiting the Warfighter, protecting our country and supporting our workforce. With this in mind, our senior leaders have taken ownership of the plan and each has a specific role in executing it, by serving as a goal champion or co-champion, or by regularly assessing progress in accomplishing our goals and objectives as a member of our executive council.

We are professional soldiers and civilians serving with shared values, Army values, which guide us in our decisions, execution of the mission, and day-to-day lives. These values are at the core of who we are, what we do, and what we stand for. Our current economic situation and the global threats and challenges we confront remind us of how critical it is that we do more than simply pay homage to the words and truly embrace those values that are fundamental to our success.

Today we support over 270 Army Materiel Command mission critical systems, ensuring the preparedness of Warfighters across the globe. We produce hundreds of software releases that satisfy thousands of requirements. In 2008 we distributed over 274,000 software products to fielded systems worldwide, responded to 82,352 help requests, improved the security posture for 231 systems, and supported 23 foreign military sales cases.

Looking forward, we see significant opportunity to apply our unparalleled expertise in software for both weapon and business systems to serve as an honest broker for individual stakeholders, while improving application of software at the enterprise level. In the near term, we will capitalize on movement of portions of our world-wide workforce to Aberdeen Proving Ground under a 2005 Base Realignment and Closure mandate that will provide us with state-of-the-art facilities and an organizationally integrated setting in which to execute our life cycle software mission. We will demonstrate agility in using this transformation as a catalyst for change, while seizing opportunities and adjusting to changes in the environment.

Our strategic plan is a living document. We will continue to assess our operations, review our objectives annually, and update the plan as necessary. All of us in the Software Engineering Center are committed to achieving our vision: to be the recognized center of excellence for providing software solutions and services within the Army C4ISR community and across the DoD Enterprise.

Nelson H. Keeler
Director, CECOM LCMC
Software Engineering Center
May 2009

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Mission and Values

Mission

SEC's mission is constant and our focus on the Warfighter never wavers:

Provide life cycle software solutions and services that enable warfighting superiority and information dominance across the Enterprise.

Values

We serve as professional soldiers and civilians under a common set of values which guide us in our decisions, execution of our mission and day-to-day lives. Values are at the core of who we are, what we do and what we stand for. The current threats and challenges facing our Nation remind us of how critical it is that we do more than just pay homage to the words. We embrace *Army values* in SEC values and conduct SEC's business in accordance them.

Dedication - Demonstrate *duty, honor, and selfless service* in all that we do, putting the needs of the Warfighter before our own.

Integrity - Be dedicated to the highest moral and ethical standards. Demonstrate *personal courage* by always doing what is right, even under the most difficult circumstances.

Loyalty - Be loyal to the nation, our organization, our workforce, our customers, and our community.

Respect - Demonstrate consideration and respect for others in all professional relationships. Encourage, nurture, and empower our people to stimulate their personal and professional growth.

Vision

We will achieve our vision by building on SEC strengths to take advantage of opportunities, and will mitigate any weaknesses. We will constantly improve our value to our command, the CECOM Life Cycle Management Command, our higher headquarters, the Army Materiel Command and to the Army and other DoD elements SEC supports around the world. While cognizant of the uncertainties that lie ahead, SEC will focus on the factors we can influence or control to ensure that we realize our vision.

Vision

Be the recognized Center of Excellence for providing software solutions and services within the Army C4ISR community and across the Department of Defense Enterprise.
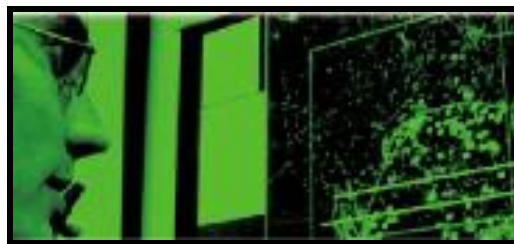
Maintain mission continuity while implementing BRAC

Objectives:

1. Ensure the BRAC Master Plan includes current SEC data.*

2. Execute split-based operations through the closure of Fort Monmouth.*

3. Provide accurate and timely information on SEC facilities infrastructure fit-out requirements and ensure input from SEC stakeholders is incorporated into site design and construction.

4. Perform periodic reviews to ensure mission unique IT connectivity requirements between SEC facilities, other Team C4ISR APG facilities and off post sites are defined, documented and established.

5. Continuously communicate timely and relevant BRAC related information to the workforce through the SEC Communicator newsletter, emails and town hall meetings. Communication will be on-going, before and during the move to APG.

6. Identify and manage security requirements for access control and control of SEC equipment and data during relocation to APG.

7. Plan and implement redundant Contingency Defense Satellite Communications System Operational Control System capabilities by December 2010.

8. Migrate 100% of SEC's critical, unstructured enterprise content into APCMS/FileNet IAW date determined by CECOM CIO/G-6.

9. Execute the plan to seamlessly transition all SEC supported business applications and tools to ensure no beak in service to SEC customers.*

10. Complete all BRAC-related human resource actions on time.

11. Support and oversee relocation / movement of all SEC property.

12. Relocate all accepted volunteers and hire at APG to meet advanced echelon requirements by the end of the calendar year.

13. Use BRAC as a catalyst for change, capitalizing on the co-location of certain SEC elements at APG, and the housing of SEC elements by functional capabilities / domains.

*Objectives updated Jul 10

This is one of SEC's most challenging and near-term goals, entailing a relocation to APG, transparent to SEC stakeholders, of over 60% of our organic workforce by September 2011. Nonetheless, SEC will have relocated 24% of those slated to move by the end of FY09 including 38% of SEC managers, with no impact on services.

Goal 2 - Workforce

Sustain a world-class workforce focused on today's requirements and tomorrow's vision

Objectives:

1. Recruit candidates for entry level to senior positions, filling positions within specified timelines.

2. Determine and then work towards achieving the optimal government to contractor balance for each mission domain.*

3. Develop employees to meet current and projected requirements through education, training, assignments, and mentoring.

4. Retain and motivate employees, reducing attrition rates every year.

5. Evaluate performance and reward achievement, providing employees with a clear path towards self-improvement and growth.*
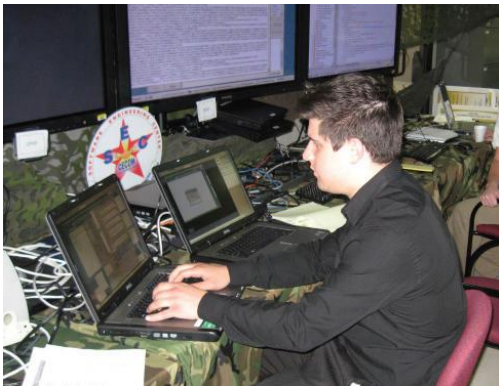
*Objectives updated Jul 10

SEC's widely-acclaimed workforce has been recognized repeatedly for their achievements. The SEC Executive Agent for Theatre Joint Tactical Networks Team was the 2008 Army C4ISR Team of the Year. Two SEC employees were among the Army C4ISR Top Ten in 2008. The SEC Distributed Test Capability Team was the Army C4ISR Team of the First Quarter, FY09 and two SEC professionals were Employees of the Quarter. In achieving the objectives for goal 2, SEC will ensure the continued excellence of the computer engineers, computer scientists, information technology and information systems management specialists, program analysts and others that comprise the SEC workforce.

Goal 3 - Customers

Be the provider of choice for software solutions and services for current and future customers

Objectives:

1. Maintain and execute business plans for each mission area covering the next one+ year, aligned with the SEC Strategic Plan and addressing development of new and maintenance of existing business.*

2. Develop organic technical capabilities in emerging areas in order to function as a smart buyer and to meet anticipated customer demand for software products and services.*

3. Conduct a yearly SEC open house for customers.

4. Continuously promote, until adopted across the Army C4ISR Center of Excellence, the use of common SEC services and products.*

5. Improve SEC process for assessing customer satisfaction.

6. Develop and implement a Customer Relations Management Program.*

*Objectives updated Jul 10

About 90% of the SEC FY09 program is in support of Army stakeholders including the Program Executive Office (PEO) for Command, Control, Communications Tactical, the PEO for Intelligence, Electronic Warfare and Sensors, the CECOM Life Cycle Management Command, the PEO for Enterprise Information Systems and additional Army activities. Other DoD elements comprise the remaining 10% of SEC's program. SEC will increase the depth of its product and service offerings and will strive to continuously improve support to its customers. In doing so, SEC will look to implement enhancements at the enterprise level that will reduce costs and create value across the Army.

Goal 4 - Opportunities

Seize strategic opportunities while ensuring the Software Engineering Center role as a software leader

Objectives:

1. Obtain software leadership positions or key software organizational roles (e.g. deputy program manager, chief software architect, lead software integrator, portfolio manager) in support of Army / DoD major programs and initiatives.*

2. Develop new software services to address business initiatives.

3. Cultivate Assistant Secretary of the Army for Acquisition, Logistics and Technology, Army command and DoD-level champions for SEC.

4. Insert and / or recommend current software technologies into programs / initiatives to facilitate modernizing the battlefield.

5. Pursue policy and regulatory changes that will enhance the provision of life cycle software solutions and services, e.g. in publications such as AR 70-1 and DoDD 5000.01, and policies like those regarding the formation of public / private partnerships in the software arena.

6. Provide software integration services for Team C4ISR efforts to facilitate interoperability among complex software systems.*

*Objectives updated Jul 10

Software technology can extend the reach of the enterprise and rapidly add capability to current programs. The complexity of software for both weapon and business systems demands the services of a proficient and trusted partner like SEC to facilitate interoperability.

Users

SEC

Life Cycle Software Solutions & Services
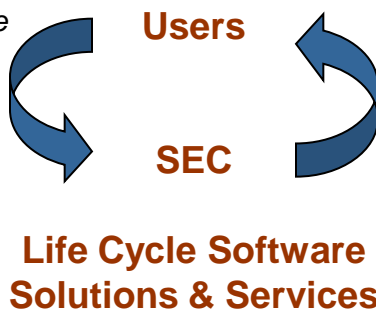
Rather than simply obtaining requirements and delivering solutions, SEC uses its insights into existing and emerging technology to engage users and stakeholders in a collaborative effort to identify possibilities and determine what will work best. And when responding to user requirements, the breadth of its activities ensures SEC knows how to best source them.

Building on a foundation of operational excellence, SEC will seek leadership roles, policy and regulatory changes, and will cultivate champions in order to deliver benefits optimized at the Enterprise level.

Goal 5 - Organization

Continuously improve internal processes and operations

Objectives:

1. Improve information sharing vertically and horizontally across the SEC enterprise.

2. Capture existing knowledge and data while providing a collaborative environment to achieve an efficient and effective records management process.

3. Continuously evaluate the SEC organizational structure to support optimal performance.

4. Develop efficient and effective internal business and work processes throughout the duration of the strategic plan.
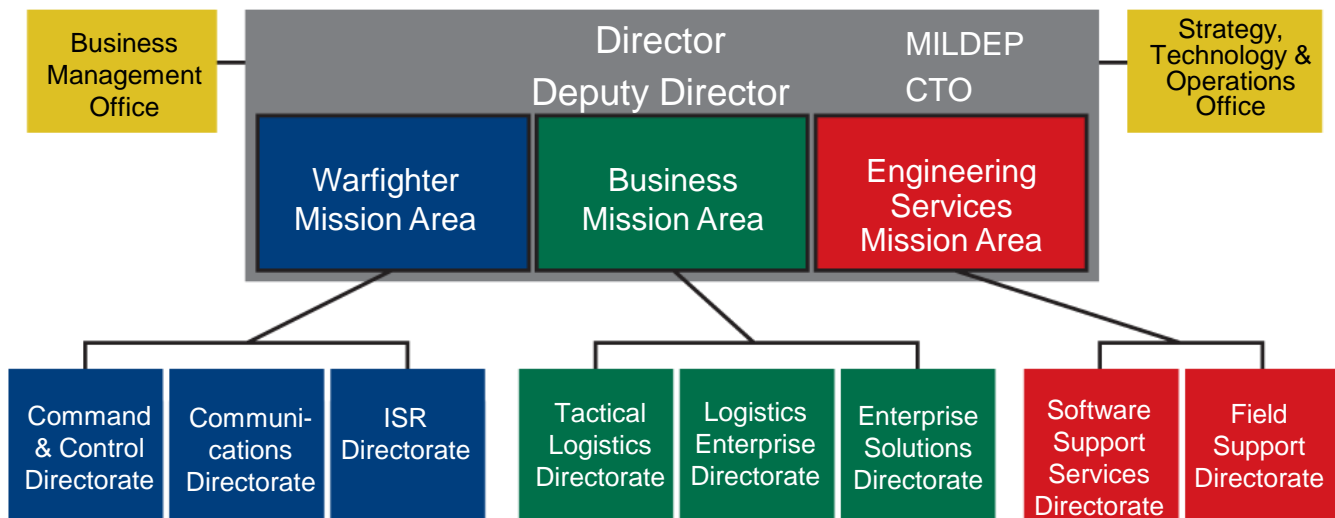
The Software Engineering Center was proud to receive the Army Superior Unit Award in 2009 in recognition of outstanding meritorious performance of a difficult and challenging mission under extraordinary circumstances during peacetime. The center is committed to a relentless cycle of internal improvements that will ultimately benefit all SEC stakeholders.

SEC Locations

Aberdeen Proving Ground, MD
Headquarters

Ft Monmouth, NJ
Battle-space Systems
Business Systems

Ft Sill, OK
Fire Support Systems

Ft Huachuca, AZ
Intelligence Fusion Systems

Ft Belvoir, VA
Enterprise Information Systems

Ft Lee, VA
Retail Logistics
Mgt Information Systems

Chambersburg, PA
National-Level Logistics

St. Louis, MO
National-Level Logistics

Marlton, NJ
National-Level Logistics

With field support representatives deployed with units worldwide
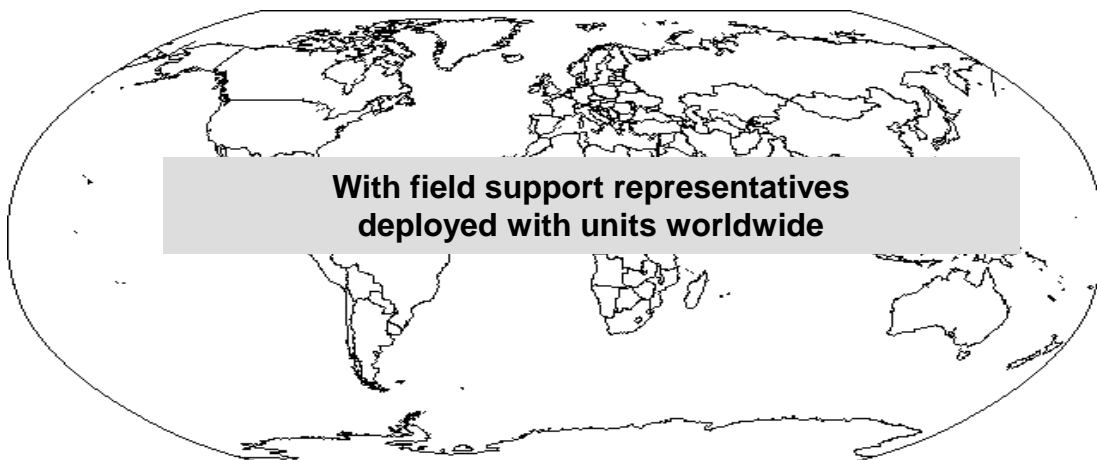
Providing life cycle software solutions and services that enable warfighting superiority and information dominance across the Enterprise

http://www.sec.army.mil/secweb/

Striving to be the recognized Center of Excellence for providing software solutions and services within the Army C4ISR community and across the DoD Enterprise

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